



SAVING LIVES: ACHIEVING MORE



saving the lives
of people with
blood cancer

ANTHONY NOLAN
ORGANISATIONAL
STRATEGY FOR 2015-2018



> WHERE WE'RE COMING FROM...

In 1974, we were the world's first stem cell donor register. And over 40 years later, we're at the forefront of a global community, giving a chance of life to people with blood cancer and blood disorders daily.

But that doesn't mean we shouldn't continue to adapt. Patients are still dying from relapse or complications; we need to support them. The world of stem cell transplantation is changing, partly due to new medical and scientific research; we need to address that. By evolving, we can tackle these new and old challenges alike, effectively and efficiently.

And that's why this new strategy document is so important. It's outlining where we want to go from here, and why these changes need to be made.

But it's also a reminder of why the work we do is so important - and how every single one of us can help to carry our vision forward.

IN SHORT...

We're a multi-faceted organisation, with hundreds of people succeeding in all kinds of expert roles.

And we conduct some of the most complex and cutting-edge scientific research in our field.

But at the same time, what we do is very simple. We're lifesavers.

WHAT WE WANT



OUR VISION: TO SAVE AND IMPROVE THE LIVES OF EVERYONE WHO NEEDS A STEM CELL TRANSPLANT

Thanks to the incredible work of our staff, more than 500,000 potential donors on our register, and the kindness of 25 million people on registries worldwide, we give three people a chance of life every day.

But there's still more to be done. Too many patients – particularly those from black, Asian and minority ethnic backgrounds – can't find the best transplant match.

Too many struggle with relapse, complications, or Graft versus Host Disease (GvHD). And too many don't receive the proper support in the years afterwards.

By building on our existing work, expanding our partnerships, and changing our tactics wherever it's necessary, we can save and improve more lives than ever before.

IN SHORT...

Our work doesn't end when we find a matching donor for someone in need.

We need to ensure we're helping patients on every step of the transplant journey – and that's why we now talk about 'improving lives', as well as saving them.

HOW WE'LL ACHIEVE IT



OUR APPROACH: LED BY SCIENCE AND MEDICAL RESEARCH

And we'll realise that vision by keeping our groundbreaking scientific work and medical research right at the heart of everything we do.

By pioneering the latest technology, like Third Generation Sequencing (TGS), we can make matches less ambiguous and the process more efficient.

By making transplants more effective, we can reduce the risk of relapse, complications, and GvHD.

And by investing in both science and research, we can make a difference for everyone who's affected by blood cancer, both today and in future generations.

IN SHORT...

Every single aspect of our work is informed and led by our science and research.

We need to continue investing in the right people and resources, keeping that vital work at the forefront of what we do.

OUR STRATEGIC AIMS

WE HAVE THREE CORE AIMS:

- 1** WE WILL WORK TO IMPROVE OUTCOMES AND QUALITY OF LIFE FOR OUR PATIENTS.
- 2** WE WILL LEAD AND INFLUENCE THE GLOBAL TRANSPLANT COMMUNITY IN IMPROVING OUTCOMES.
- 3** WE WILL DELIVER EXCELLENCE, EFFICIENCY AND TRANSPARENCY IN OUR WORK.



AND HERE'S HOW THEY AFFECT US ALL.

Every single department in our organisation can help contribute towards these aims. And all of us can make a vital difference.

It doesn't matter whether we're testing the latest typing technology, raising valuable funds, spreading awareness, collecting umbilical cord, working with donors, supporting patients, organising our financial strategy or improving our IT infrastructure...

...whenever we excel in our work, and make the right strategic choices, we earn our place at the forefront of the global transplant community, and help to improve the lives of patients across the planet.



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AIM 1

WE WILL WORK TO IMPROVE OUTCOMES AND QUALITY OF LIFE FOR OUR PATIENTS.

A We'll recruit and provide the best stem cells for patients.

B We'll support and enable translational research that improves patient outcomes.

C We'll improve access to timely and accurate data related to transplants.

D We'll strengthen and support the UK transplant community.

E We'll provide high-quality support for our patients.

IN SHORT...

Too many patients can't find the best transplant – or any transplant at all. They're still facing too many trials and obstacles along the way.

We need to improve their transplant outcomes, and quality of life afterwards.

THE BIG BREAKDOWN

A. We'll recruit and provide the best stem cells for patients.

- We'll establish our third-generation sequencing (TGS), and demonstrate its benefits towards saving more lives.
- We'll continue to promote the importance of cord blood in donor provision.
- We'll create targeted donor recruitment strategies.
- We'll improve the retention of our donors and lower attrition rates.
- We'll ensure the very best care for our donors.

B. We'll support and enable translational research to improve patient outcomes.

- We'll develop a new strategy that benefits our translational research.
- We'll ensure that our research findings inform our clinical practice.

C. We'll improve access to timely and accurate data related to transplants.

- We'll ensure that the UK collects accurate and up-to-date data to influence and drive improvements for patients, and help to make it readily available.

D. We'll strengthen and support the UK transplant community.

- We'll work with transplant centres, healthcare professionals and patients to improve overall quality of life.

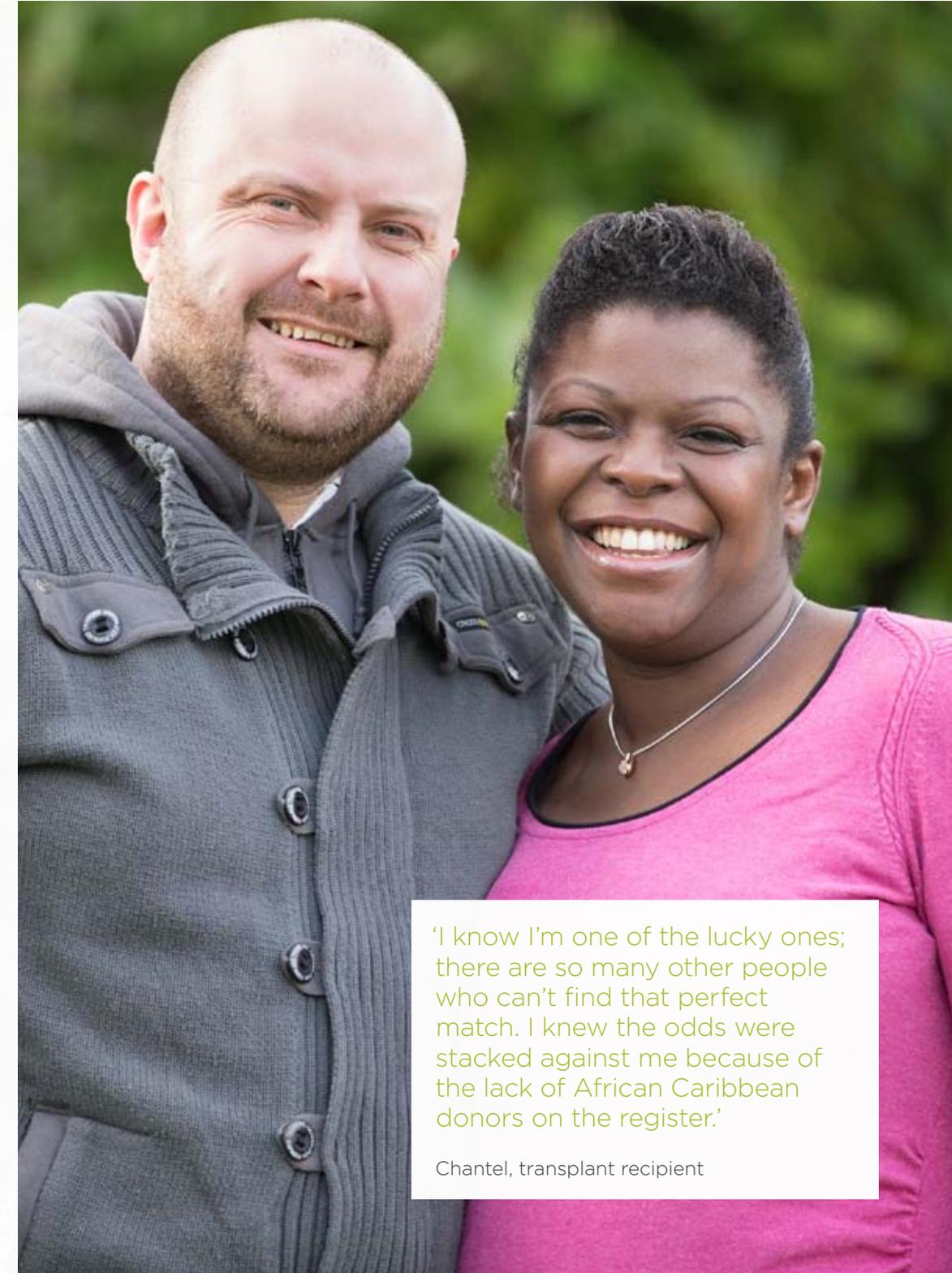
- We'll improve the provision of data and analysis to Transplant Centres.

E. We'll provide high-quality support for our patients.

- We'll fund clinical nurse specialists in selected transplant centres, and evaluate their success afterwards.
- We'll work with health professionals to improve patients' quality of life.

HOW WE'LL KNOW WE'VE SUCCEEDED IN 2018

- We'll have delivered TGS, ensuring that the technology is running well and cost-efficiently, and proving its benefits by enriching the register and providing better clinical services, generating income.
- We'll have significantly improved survival rates for patients from disadvantaged demographics, as the result of targeted donor recruitment, research-led clinical practice, and our cord programme.
- Our donor retention rates and quality of experience will have improved.
- Our translational research strategy programme will have been implemented, and we'll have proven its benefits.
- We'll have received positive feedback about our data collection, and provision of data and analysis to Transplant Centres.
- Patient quality of life will have increased considerably, as the result of our work with clinical specialists, health professionals, data provision, and research.



'I know I'm one of the lucky ones; there are so many other people who can't find that perfect match. I knew the odds were stacked against me because of the lack of African Caribbean donors on the register.'

Chantel, transplant recipient



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AIM 2

WE WILL LEAD AND INFLUENCE THE GLOBAL TRANSPLANT COMMUNITY IN IMPROVING OUTCOMES.

A We'll support efforts to build a global technology hub for the transplant community.

B We'll support international partnerships and joint working.

C We'll ensure that the UK plays a leading role in global innovation.

IN SHORT...

We're not alone in our lifesaving work. Stem cell donor registries and allied organisations around the world are looking to us for leadership, partnership initiatives, innovation and support.

It's up to us to provide it.

THE BIG BREAKDOWN

A We'll support efforts to build a global technology hub for the transplant community.

- We'll play a leading role in the Global Registration Identifier for Donors (GRID) project.
- We'll take the initiative on creating and providing access to a global technology hub.

B We'll support international partnerships and joint working.

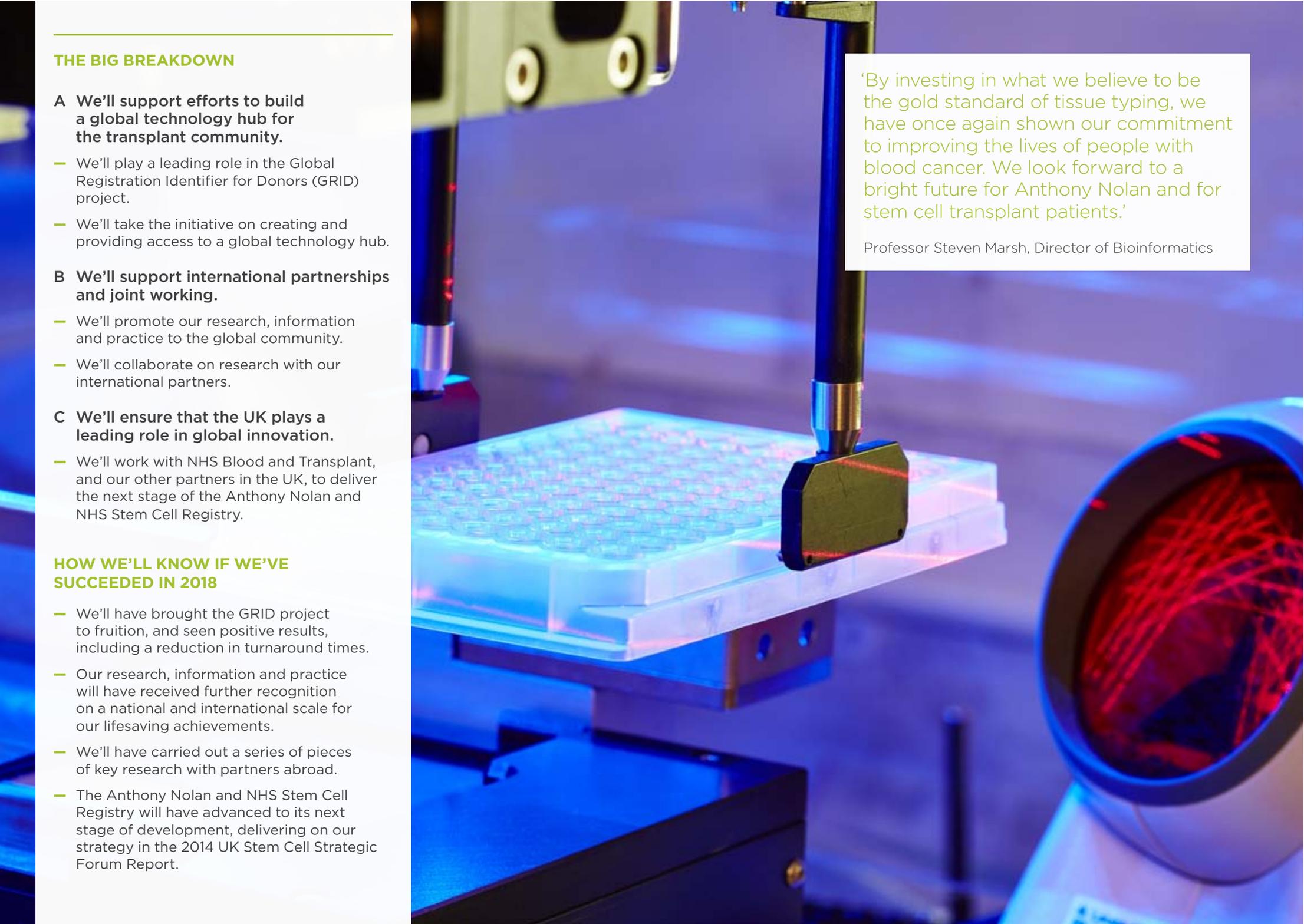
- We'll promote our research, information and practice to the global community.
- We'll collaborate on research with our international partners.

C We'll ensure that the UK plays a leading role in global innovation.

- We'll work with NHS Blood and Transplant, and our other partners in the UK, to deliver the next stage of the Anthony Nolan and NHS Stem Cell Registry.

HOW WE'LL KNOW IF WE'VE SUCCEEDED IN 2018

- We'll have brought the GRID project to fruition, and seen positive results, including a reduction in turnaround times.
- Our research, information and practice will have received further recognition on a national and international scale for our lifesaving achievements.
- We'll have carried out a series of pieces of key research with partners abroad.
- The Anthony Nolan and NHS Stem Cell Registry will have advanced to its next stage of development, delivering on our strategy in the 2014 UK Stem Cell Strategic Forum Report.



'By investing in what we believe to be the gold standard of tissue typing, we have once again shown our commitment to improving the lives of people with blood cancer. We look forward to a bright future for Anthony Nolan and for stem cell transplant patients.'

Professor Steven Marsh, Director of Bioinformatics



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AIM 3

WE WILL DELIVER EXCELLENCE, EFFICIENCY, AND TRANSPARENCY IN OUR WORK.

- A We'll live our values to deliver the best for patients, donors and supporters.
 - B We'll provide excellent service to our customers and partners.
 - C We'll bring insight into our organisation – and we'll share it with our key partners and stakeholders.
 - D We'll ensure our income streams support our aims.
-

IN SHORT...

Lives depend on us every single day.

We owe it to everyone who supports us – patients, stakeholders, partners and friends – to live out our organisational values as efficiently and effectively as we can.

But we also need to make sure we're clearly communicating our work and our insights, both internally and externally.

THE BIG BREAKDOWN

A We'll live our values to deliver the best for patients, donors and supporters.

- We'll attract, retain and develop outstanding individuals.
- We'll invest in training, development, and performance management across the organisation.
- We'll inspire and motivate our supporters and followers, maximising their impact.

B We'll provide excellent service to our customers and partners.

- We'll train and support our staff in customer service techniques.
- We'll roll out our graft identification advisory service to more UK transplant centres.

C We'll bring insight into our organisation – and we'll share it with our key partners and stakeholders.

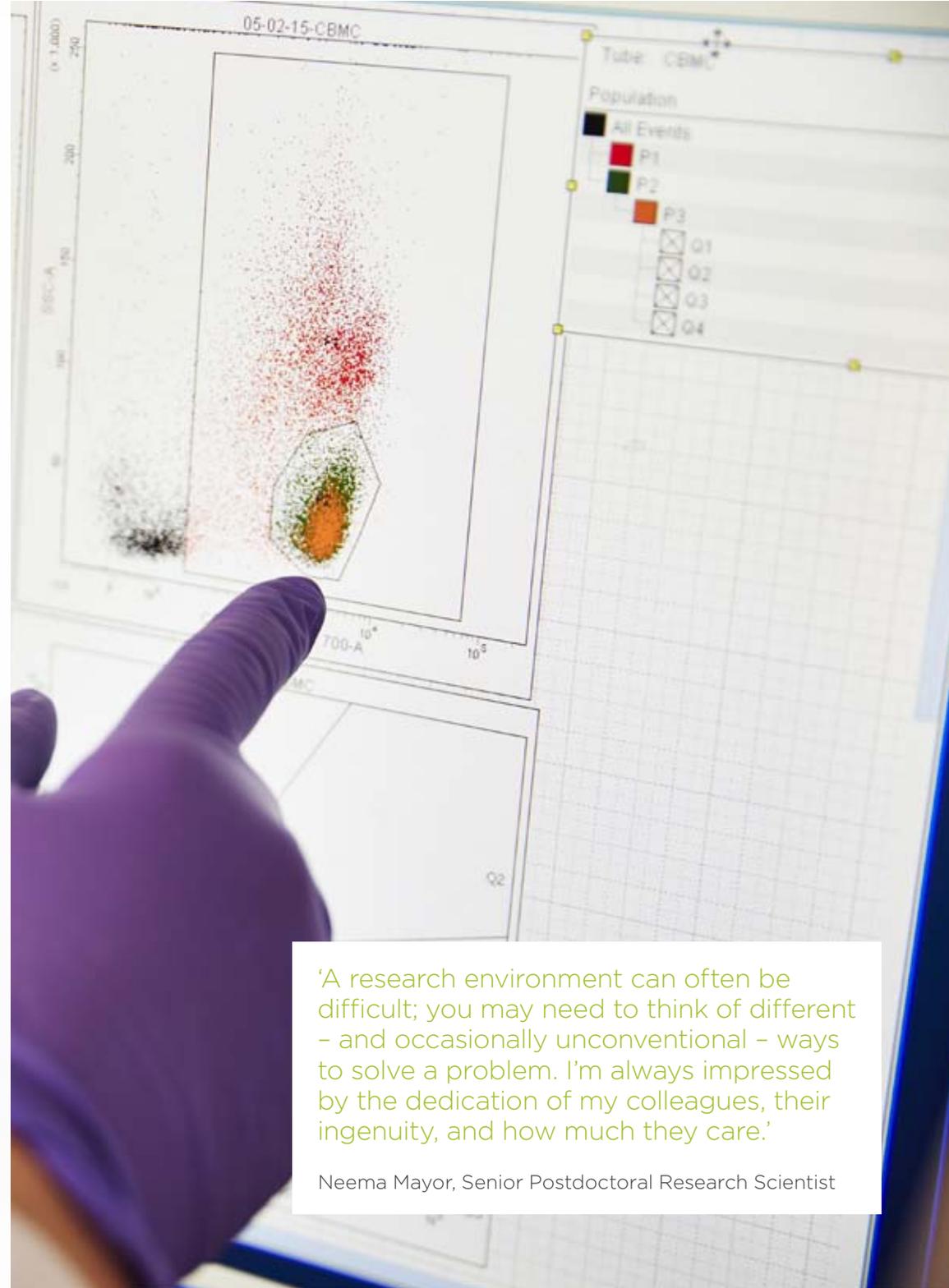
- We'll improve our management information to better inform our decision-making processes.
- We'll share our knowledge and expertise – both within the organisation, and with other stakeholders.
- We'll build our technological capacity and capabilities, with a resilient and robust infrastructure.

D We'll ensure our income streams support our aims.

- We'll develop new funding streams to support our strategy.
- We'll investigate commercial market opportunities.
- We'll implement and communicate a revised, robust pricing strategy.

HOW WE'LL KNOW IF WE'VE SUCCEEDED IN 2018

- Feedback and results from staff members, supporters, transplant centres, stakeholders and volunteers will demonstrably have improved.
- Our staff members' training, development, performance, and customer service techniques will have improved.
- Our graft identification advisory service will have been implemented by more transplant centres across the UK.
- Our technological infrastructure will have improved, expanding our capacity and capabilities.
- Our new funding streams will have been developed, and their benefits will have been effectively proven.



‘A research environment can often be difficult; you may need to think of different – and occasionally unconventional – ways to solve a problem. I’m always impressed by the dedication of my colleagues, their ingenuity, and how much they care.’

Neema Mayor, Senior Postdoctoral Research Scientist



WHERE WE'RE HEADED

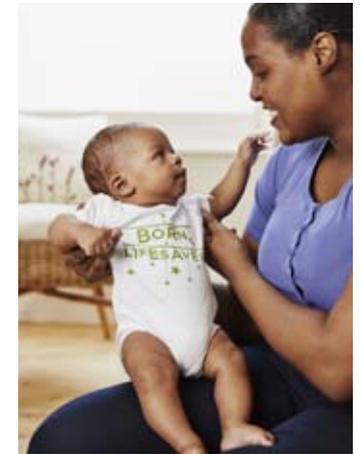
WHAT DOES ALL OF THIS ADD UP TO?

Our goal - and that's one thing that hasn't changed since 1974. Ensuring that no patient in need of a transplant dies without someone there to save them.

So we'll keep recruiting lifesaving donors.

We'll conduct cutting-edge research, and we'll lend our support to transplant recipients and partner organisations alike.

In short - we'll save and improve even more lives than ever before.



FOR MORE INFO...

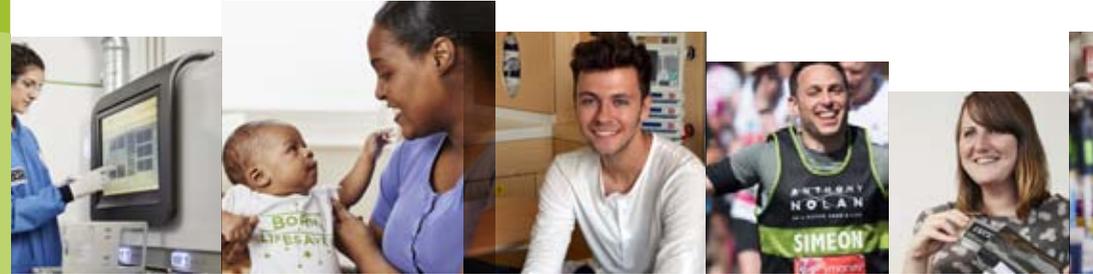
If you have any questions about this organisational strategy or how it relates to your everyday work, please get in touch with your line manager or Internal Communications.



'Without the incredible work that Anthony Nolan does, my mum wouldn't have found the hero who saved her life.

'There is a Jewish saying that "to save one life is as if you have saved the world". That is what Anthony Nolan means to me.'

Caroline Berger, daughter of Sharon (patient)



At Anthony Nolan, we recognise that if we want to do more for people with blood cancer, we need to adapt and evolve with the times.

This new strategy lays out our vision, approach, and aims for the next three years, while explaining in detail how we can all help to carry them out.

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